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## NATIONAL RESEARCH COUNCIL

MINUTES OF THE SECOND MEETING OF THE EXECUTIVE BOARD OF THE  
WAR ORGANIZATION IN JOINT SESSION WITH THE COUNCIL OF THE  
NATIONAL ACADEMY OF SCIENCES

TUESDAY, MARCH 26, 1918

The meeting convened at 9.30 a.m. in the offices of the National Research Council, 1023 Sixteenth Street, Washington, D. C., with President Walcott of the National Academy of Sciences, in the chair.

Present: Members of Council of National Academy of Sciences: Whitman Cross, George E. Hale, Arthur A. Noyes, Charles D. Walcott; members of Executive Board of National Research Council: Whitman Cross, Gano Dunn, George E. Hale, John Johnston, Vernon L. Kellogg, Charles E. Mendenhall, Robert A. Millikan, Arthur A. Noyes, Richard M. Pearce, S. W. Stratton, Charles D. Walcott, and Robert S. Woodward, and by invitation: Henry M. Howe and S. L. G. Knox.

The minutes of the first meeting of the Executive Board of the War Organization of the Research Council, of February 26, 1918, were presented and approved.

The Chairman of the Research Council reported:

1. That the Rockefeller Foundation has made an appropriation of \$50,000 to provide for the expenses of the Division of Medicine and Related Sciences for the period from March 1 to December 31, 1918, and that sums, as needed, from this appropriation, will be deposited with the National Academy of Sciences for disbursement upon approval of the Chairman of this Division.

2. That Dr. W. W. Keen has donated the sum of \$382.22 for the work of the Council, and that this amount, representing proceeds from sales of a book entitled *The Treatment of War Wounds*, which was prepared by him in connection with his activities as a member of the Council, has been deposited to the credit of the Council with the National Academy of Sciences.

3. That Graham Edgar has assumed his duties in Washington as Technical Assistant of the Research Information Committee, and that W. M. Gilbert will act as Secretary of the Washington office of this Committee.

4. That the Engineering Foundation has approved the designation of the Secretary of the Foundation as Assistant Secretary of the National Research Council, as authorized by the Executive Board of the Council at its meeting of February 26, 1918; and that the Engineering Foundation has reciprocally appointed the Secretary of the National Research Council as an Assistant Secretary of the Engineering Foundation.

The Chairman of the Council submitted the following report of action taken by the Interim Committee of the Executive Board of the Council at a meeting held on Tuesday, March 19:

1. That by reason of his appointment as Chief of the Chemical Service Section of the National Army, Mr. Bogert has resigned as Chairman of the Division of Chemistry and Chemical Technology of the Council, and that upon nomination of the Executive Committee of the Division, Mr. John Johnston has been elected Chairman.

2. That the resignations of Mr. E. G. Conklin as Chairman of the Zoölogy Committee and of Mr. W. H. Holmes as Chairman of the Anthropology Committee of the Council, have been accepted.

3. That an Executive Committee of the Division of Agriculture, Botany, Forestry, Fisheries and Zoölogy, has been appointed as follows: Vernon L. Kellogg, Chairman, Irving W. Bailey, Karl F. Kellerman, Burton E. Livingston, H. F. Moore, Raphael Zon.

4. That a Committee on Medical Zoölogy of the Division of Medicine and Related Sciences has been appointed as follows:

Representatives of Entomology:

Leland O. Howard, U. S. Department of Agriculture, Washington, D. C. (Chairman of Group).

Charles T. Brues, Bussey Institute, Forest Hills, Massachusetts.

W. A. Riley, Cornell University, Ithaca, New York.

Representatives of Protozoölogy:

C. A. Kofoid, University of California, Berkeley, California (Chairman of Group), (Major S. C. N. A., Fort Sam Houston, Texas).

Theobald Smith, Rockefeller Institute, Princeton, New Jersey.

Frederick G. Novy, University of Michigan, Ann Arbor, Michigan.

Representatives of Helminthology:

Henry B. Ward, University of Illinois, Urbana, Illinois (Chairman of Group).

Charles W. Stiles, U. S. Public Health Service, Washington, D. C.

Allen J. Smith, University of Pennsylvania, Philadelphia, Pennsylvania.

5. That a Sub-Committee of the Committee on Psychology, to deal with pedagogical and psychological problems of Military Training and Discipline, has been appointed as follows, upon recommendation of the Chairman of the Division of Medicine and Related Sciences:

William C. Bagley, Carnegie Foundation for the Advancement of Teaching, Chairman.

Charles H. Judd, University of Chicago.

A. Caswell Ellis, University of Texas.

6. That upon recommendation of the Vice-Chairman of the Division of Geology and Geography, and in accordance with action of the Executive Board at its meeting of February 26, an allotment of \$1,000 or so much thereof as may be necessary, has been authorized from funds available to the National Research Council, in case such sum cannot be obtained from the U. S. Government, to provide for the expenses of an assistant to Major D. W. Johnson in Europe, when engaged in work for the Division of Geology and Geography, the disbursement of this allotment to be made through the Research Information Committee in Paris. Major Johnson, while assigned primarily to other duty in Europe, has obtained permission and has been formally authorized to act as the representative of the Division of Geology and Geography.

The Chairman of the Council furthermore reported the following recommendations:

1. From the Executive Committee of the Division of Chemistry and Chemical Technology:

(a) That the following be added to membership in the Chemistry Committee:

William J. Comstock, formerly of Chemistry Department, Yale University.

Samuel Avery, Chancellor, University of Nebraska.

(b) That the special Committee on Platinum and Related Metals of the Chemistry Committee, be changed to a Sub-Committee, and that a Sub-Committee on Primers of the Chemistry Committee be appointed as follows:

Richard C. Tolman, Chairman, C. McPhail Smith, H. E. Eastlack.

(c) That nominations submitted by the Institute of Chemical Engineers for membership in the Sub-Committee on Chemical Engineering of the Chemistry Committee, be accepted as follows:

Charles F. McKenna, New York.

G. W. Thompson, Chief Chemist, National Lead Company.

Richard K. Meade, Consulting Chemical Engineer, Brooklyn.

Hugh K. Moore, Chief Chemist and Chemical Engineer, Berlin Mills Company.

William C. Carnell, care of Chas. Lennig & Co., Philadelphia.

2. From the Division of Physics, Mathematics, Astronomy and Geophysics:

That the following be added to membership in the Sub-Committee on Location of Invisible Aircraft of the Physics Committee:

Henry N. Russell, E. O. Dietrick, O. Stuhlman.

Upon motion, the acts of the Interim Committee of the Council as reported above were ratified and confirmed, and the recommendations submitted from the Division of Chemistry and Chemical Technology and from the Division of Physics, Mathematics, Astronomy and Geophysics, were approved and the appointments made.

A vote of thanks to Mr. Bogert was offered and adopted, in appreciation of his successful labors and effective coöperation as Chairman of the Division of Chemistry and Chemical Technology. The resignations of Mr. Conklin and of Mr. Holmes were also accepted with expression of appreciation of the valuable work they accomplished.

Votes of thanks and appreciation were adopted relative to the donations for the work of the Council, received from the Rockefeller Foundation and from Dr. W. W. Keen.

Upon nomination of the Chairman, Mr. Noyes was elected Chairman of the Administrative Division of the Council.

Upon nomination of the Chairman, the President of the National Academy of Sciences was requested to appoint the following additional member of the Council:

Walter S. Gifford, Director, Council of National Defense.

Upon motion Mr. Gifford was also appointed a member at large of the Executive Board of the Council, and a member of the Military Division.

Mr. French, editor of the *Journal of the American Society of Mechanical Engineers*, appeared before the Board, upon the suggestion of Mr. Dunn, and explained a proposal previously submitted by this Society to supply titles and abstracts of published papers relating to research in engineering and allied subjects, offering to place the facilities of their organization at the disposal of the Council and its Research Information Committee. With a cordial vote of thanks to the American Society of Mechanical Engineers for this evidence of continued assistance to and coöperation with the Research Council, the Executive Board accepted the offer submitted by Mr. French, and accordingly the Research Information Committee was authorized to formulate definite methods for effective coöperation.

Mr. Walcott called attention to the fact that by action of the Executive Committee of the Research Council, in January, 1917, all government appointees of the Council residing in Washington became thereupon members of the Military Committee. Discussion revealed the desirability of limiting

the membership of this Committee and of the newly organized Military Division of the Council, and accordingly it was

RESOLVED: That the Military Division of the Council consist of the heads or acting heads of government bureaus in Washington, who have been appointed members of the National Research Council.

Membership of the Division at present consists of:

Charles D. Walcott, Chairman	Rear Admiral Robert S. Griffin
S. W. Stratton, Vice-Chairman	Brigadier-General P. D. Lockridge
Carl L. Alsberg	Van H. Manning
Admiral William S. Benson	Charles F. Marvin
Maj.-General William M. Black	George O. Smith
Howard E. Coffin	Major-General George O. Squier
Maj.-General William Crozier	Rear-Admiral David W. Taylor
Rear-Admiral Ralph Earle	Colonel Ralph H. Van Deman
Walter S. Gifford	Captain Roger Welles
Major-General William C. Gorgas	

Mr. Cross reported that the proposed allotment of a sum not to exceed \$5,000 as discussed at the meeting of the Executive Board of February 26 and referred to the Interim Committee with authority to act, has become unnecessary in view of a change of plan relative to the special monograph work concerned. On the other hand, he submitted a request from the Military Intelligence Section of the Army for advice and assistance in connection with other monograph work.

After discussion it was voted that the National Research Council accept the invitation of the Chief of the Military Intelligence Section, Executive Division of the General Staff, U. S. A., to furnish a list of the names of persons who can supply information desired for proposed special monographs and that a committee of three be appointed by the Chairman of the Council to take charge of this work. Thereupon, Mr. Hale appointed this committee as follows:

Whitman Cross, Chairman, Henry M. Howe, Alfred D. Flinn.

Upon motion, a special committee of three members of the National Research Council, consisting of Messrs. Dunn, Millikan and Noyes, was appointed to serve in joint session with the special committee of the National Academy of Sciences, referred to above, for the consideration and formulation of proposals relative to the future extension of the work of the Academy and Council, including the accumulation of endowment funds and the construction of suitable buildings.

Mr. Hale reported that Dr. Arthur Schuster, Secretary of the Royal Society, had suggested the desirability of organizing an international conference of scientific academies during the coming summer. Upon motion, the Chairman of the meeting was requested to appoint a committee of three members of the National Academy of Sciences to consider this question. Mr. Hale, Mr. Noyes and Mr. Howe were appointed members of such a Committee, the President of the National Academy of Sciences to act also as an ex officio member.

The meeting adjourned at 12.10 p.m.

MINUTES OF THIRD MEETING OF EXECUTIVE BOARD OF WAR  
ORGANIZATION

TUESDAY, APRIL 30, 1918

The meeting convened at 9.30 a.m. in the offices of the Council at 1023 Sixteenth Street, with Mr. Hale, Chairman of the Council, in the chair.

Present: Whitman Cross, George E. Hale, Henry M. Howe, John Johnston, Vernon Kellogg, Van H. Manning, John C. Merriam, Robert A. Millikan, Richard M. Pearce, S. W. Stratton, Charles D. Walcott, William H. Welch, Robert S. Woodward, and Robert M. Yerkes, and by invitation, Graham Edgar.

The minutes of the Second Meeting of the Executive Board of the War Organization, of March 26, 1918, were presented and approved.

The Chairman of the Council reported:

1. That a suggestion for the International Organization of Science and Research has been submitted to and approved by the Council of the National Academy of Sciences and has been forwarded to the President of the United States and to the Secretary of State for ratification, and to representatives of the Academy abroad, for presentation, if ratified, at a preliminary international conference of scientific academies to be held in London on May 8, 1918.

The Chairman of the Council presented the following report of action taken by the Interim Committee of the Executive Board of the Council at meetings held on Thursday, April 18, and Monday, April 29.

1. That the following appointments have been made:

Arthur A. Noyes, Chairman of Interim Committee.

J. C. Merriam, Chairman of Section on Relations with Educational Institutions and State Research Councils.

Henry M. Howe, Chairman of Engineering Division.

L. H. Baekeland, Acting Chairman of the Patent Office Committee.

C. E. McClung, member and acting Chairman of Zoölogy Committee.

Oakes Ames and C. E. McClung, members of Executive Committee of Division of Agriculture, Botany and Zoölogy.

John W. Baird, Professor of Psychology, Clark University, Vice-Chairman of Psychology Committee.

Rufus I. Cole, Director of Rockefeller Hospital, member of Executive Committee of Division of Medicine and Related Sciences.

Reid Hunt, Professor of Pharmacology, Harvard Medical School, Representative of medical profession as member of Patent Office Committee.

E. G. Martin, Professor of Physiology, Leland Stanford University, member of Subcommittee on Muscular Work and Fatigue of Physiology Committee.

Dwight W. Fisher, Chief Clerk of the Council.

2. That the resignation of Colonel William H. Walker as Vice-Chairman of the Division of Chemistry and Chemical Technology has been accepted.

3. That the following have hitherto accepted appointment as members of the Advisory Committee of the Section on Industrial Research: Elihu Root, Theodore N. Vail, Henry S.

Pritchett, Edwin Wilbur Rice, Jr., George Eastman, A. W. Mellon, Pierre S. duPont, and Elbert H. Gary.

4. That the following special Committee on Fertilizers has been appointed, to be composed of two representatives each from the Division of Chemistry and Chemical Technology and the Division of Agriculture, Botany and Zoölogy, said Committee to report to the Chairman of each of these Divisions:

Samuel Avery, Chairman, Chancellor, University of Nebraska.

Homer J. Wheeler, American Agricultural Chemical Company.

Karl F. Kellerman, U. S. Dept. of Agriculture.

Albert F. Woods, President, Maryland State College.

5. That it is inadvisable at present to organize a special section on Governmental Relations of the Administrative Division.

6. That the Research Information Committee shall be considered as the Information Section of the Administrative Division.

7. That the National Advisory Committee for Aeronautics has been invited to act as the Section on Aeronautics of the Engineering Division and that Dr. Charles D. Walcott has been asked to serve as Chairman of this Section.

8. That the title of the Sub-Committee on Fatigue and Industrial Pursuits of the Physiology Committee has been changed to the Sub-Committee on Muscular Work and Fatigue.

9. That the name of the Section on Design of the Engineering Division has been changed to the Section on Mechanical Engineering.

10. That the personnel and work of the Sub-Committee on Biochemistry of the Division of Chemistry and Chemical Technology has been transferred to the jurisdiction of the Division of Medicine and Related Sciences.

11. That in view of existing requirements for war purposes and of the impossibility at present of carrying out plans as originally outlined by the Anthropology Committee, it was voted to substitute for this Committee a number of special committees to cover the particular needs within this field as they arise. The following special committees have been appointed:

Anthropometry in the Army:

C. B. Davenport, Chairman, Ales Hrdlicka, Secretary, E. A. Hooton.

Race in Relation to Disease:

Military Section: Col. A. G. Love, Chairman, Major F. H. Garrison, W. F. Willcox.

Civilian Section: F. S. Hoffman, Chairman.

12. That the use of franking privileges by committees or subcommittees of the Council will be permitted only upon authorization by the Interim Committee.

13. That it has been decided to issue a pamphlet concerning the War Organization of the Council, to include the names of the General Officers and Executive Board, and the names and Chairmen of the various Divisions and of their Sections and Committees.

14. That a section on electrical engineering of the Engineering Division has been established, and that Comfort A. Adams has been appointed chairman of this section, provided it will be possible for him to take active charge of the work.

15. That upon nomination of the Chairman of the Council, the President of the National Academy of Sciences has been requested to appoint the following additional member of the Council:

Henry S. Graves, Forester and Chief of the Forest Service.

Mr. Graves was also named as member of the Military Division.

16. That the following allotments have been authorized upon recommendation of the Division of Medicine and Related Sciences to be paid from the appropriation made by the Rockefeller Foundation for the expenses of this Division.

(a) A sum of \$500.00 or as much thereof as may be necessary to meet the traveling expenses of the members of the Sub-Committee on Shock of the Physiology Committee in connection with a conference of this Sub-Committee to be held in Baltimore on April 19 and 20.

(b) A sum of \$1,000.00 to Dr. D. R. Hooker, Johns Hopkins Medical School, for experimental investigations to be carried on at the Sandy Hook Proving Station on the influences of high explosives in producing conditions of shock.

(c) A sum of \$100.00 to Dr. William Moore to cover expenses of collecting, breeding and storing lice in connection with his investigations of the louse problem in relation to trench fever.

17. That the following allotments have been authorized for investigations under the auspices of the Division of Agriculture, Botany and Zoölogy to be paid from the appropriation made available by the Carnegie Corporation of New York for the general expenses of the Council:

(a) A sum of \$1,000.00 for an investigation of the relation of rodent pests to their environment, especially with relation to forage and grain crops, the work to be carried on in co-operation with the U. S. Biological Survey.

(b) A sum of \$600.00 for an investigation of lac and lac insects in the South-West including provision for traveling expenses and maintenance of a field assistant in carrying on a survey of the abundance of this material and of the possibility of its exploitation, and in undertaking at the same time a study of the growth and of the commercial possibilities of mesquite gums.

(c) A sum of \$2,000.00 for active coöperation with the War Emergency Board of the American Association of Plant Pathologists for the purpose of aiding the work of this Board.

18. That the following allotment has been authorized for expenditure under the auspices of the Engineering Division, to be charged against the appropriation made available by the Carnegie Corporation of New York for the general expenses of the Council:

(a) A sum of \$4,000.00 for traveling and incidental expenses of members of the Division.

After discussion of special recommendations submitted by the Interim Committee, the following resolutions were adopted by the Executive Board:

RESOLVED, That in view of the demands of the war situation, the general policy of the National Research Council shall be to replace the general committees previously established by special committees for special needs unless it is possible for such existing committees to serve effectively for war purposes.

RESOLVED, That in view of the importance, particularly under war conditions, of securing regular attendance at meetings of the Executive Committees of the Divisions of the Council each Division be and hereby is authorized and requested to formulate regulations with regard to such attendance, due consideration being given to the needs and work of the Division in question.

RESOLVED, That the Divisions of the Council be and hereby are requested if practicable to arrange for regular and stated meetings of the Executive Committees of the Divisions during the first week of each month, and that regular meetings of the Executive Board shall be held on the second Tuesday of each month.

RESOLVED, That the Treasurer be and hereby is authorized to sign checks drawn on available funds of the National Research Council to cover traveling expenses of members of the Executive Board of the Council, and traveling and incidental expenses in connection with the prosecution of work of the Divisions of the Council; vouchers for such expenditures to be submitted to the Treasurer with the approval of the Chairman of the Division concerned or of the Chairman of the Council, as circumstances require.

The Chairman of the Council also reported that the Italian Ambassador in Washington has received a request from the Italian Minister of Munitions for the establishment of an office of the Committee in Rome to undertake work similar to that performed by the offices in London and Paris. After discussion, the Chairman of the Council was authorized to appoint a representative of the Research Information Committee for the proposed office



in Rome, in case the Council of National Defense provides for the establishment of this office.

Mr. Howe, Chairman of the Engineering Division, outlined plans for active coöperation with the national engineering societies primarily with reference to war needs, but also as a preparation for future work. Upon motion, the Executive Board approved his program and authorized him to proceed with its development and application.

Mr. Johnston, Chairman of the Division of Chemistry and Chemical Technology, after outlining briefly the activities of his Division, which include frequent conferences and the organization of small groups of active workers to deal with special problems, was authorized, upon motion, to proceed with his program and complete the plan of organization of the Division.

Mr. Merriam, Chairman of the Division of Geology and Geography, reported that, after due consideration, it has been decided to continue the Committees previously established by the Council in these fields as active sub-committees of the divisional organization, and that additional special committees will be appointed with the understanding that all such units of organization will report to the Chairman of the Division. Colonel Welch enquired whether the Division of Geology and Geography is in a position to furnish recommendations, after investigation, of desirable sites for training camps in the United States. The Chairman of the Division was requested to confer with Colonel Welch on this subject.

Colonel Millikan outlined briefly his proposal for weekly conferences of members of the Physics and Engineering Divisions of the Council, and was authorized, upon motion, to proceed with the organization of such conferences.

Upon nomination by Colonel Millikan, the following Executive Committee of the Division of Physics, Mathematics, Astronomy, and Geophysics, was appointed: Joseph S. Ames, Louis A. Bauer, Arthur L. Day, Charles F. Marvin, Major Charles E. Mendenhall, Lieut. Col. R. A. Millikan, F. R. Moulton, Ernest F. Nichols, H. N. Russell, W. C. Sabine, Frank Schlesinger, General George O. Squier, Samuel W. Stratton, Robert S. Woodward.

Mr. Pearce, Chairman of the Division of Medicine and Related Sciences, reported upon the progress of the work of his Division, specially with regard to satisfactory coöperation which is being maintained with the Surgeon General's Office of the Army.

Mr. Kellogg, Chairman of the Division of Agriculture, Botany and Zoölogy, outlined briefly the nature of problems which are under consideration by his Division in relation to food production and conservation, and reported especially upon work of coördination with the United States Department of Agriculture.

Discussion took place relative to the appointment as members of the National Research Council, of all members of the Executive Committees of the Divisions of the Council, and after due consideration it was

RESOLVED, That future appointments to membership in the National Research Council shall be limited to the period of the war, and that the terms of office of all members of the Council, as such, shall expire at the end of the war, pending the establishment of a permanent organization for the Council.

Upon motion, the President of the National Academy of Sciences was requested to appoint the following additional members of the Council, who, at present, are members of Executive Committees of Divisions:

Oakes Ames, Assistant Professor of Botany, Harvard University.

Irving W. Bailey, Assistant Professor of Forestry, Harvard University.

Louis A. Bauer, Director, Dept. of Terrestrial Magnetism, Carnegie Institution of Washington.

Karl F. Kellerman, Associate Chief, Bureau of Plant Industry, U. S. Dept. of Agriculture.

Burton E. Livingston, Professor of Plant Physiology, Johns Hopkins University.

Clarence E. McClung, Director of Zoölogical Laboratory, University of Pennsylvania.

Henry F. Moore, Deputy Commissioner, U. S. Bureau of Fisheries.

Ernest F. Nichols, professor of Physics, Yale University.

F. R. Moulton, Professor of Astronomy, University of Chicago.

Henry N. Russell, Professor of Astronomy, Princeton University.

Wallace C. Sabine, Hollis Professor of Mathematics and Natural Philosophy, Harvard University.

Frank Schlesinger, Director, Allegheny Observatory.

Raphael Zon, Chief, Office of Forest Investigation, U. S. Forest Service.

Rufus Cole, Director, Hospital of Rockefeller Institute.

The Chairman of the Council outlined the financial needs of the various Divisions of the Council, referring particularly to proposed activities of the Division of Engineering and of the Division of Agriculture, Botany, and Zoölogy and emphasized the necessity for the preparation of a budget for the Council. Upon motion, the Chairman was requested to appoint a special committee to construct such a budget, with instructions to confer with the Chairman of Divisions relative to respective needs, and to report at the next meeting of the Interim Committee, the Chairman of the Council to be an ex officio member. The other members of the Committee were appointed by the Chairman as follows: Arthur A. Noyes, Chairman, Whitman Cross, John C. Merriam.

The meeting adjourned at 11.50 a.m. with the understanding that the next meeting of the Executive Board will be held as authorized on Tuesday, June 11, 1918, at 9.30 a.m.

JOHN JOHNSTON, *Secretary*.

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